



Why Don't They Get It?

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Democritus:

“A fool can learn from his own experience; the wise learn from the experience of others.”



Overview

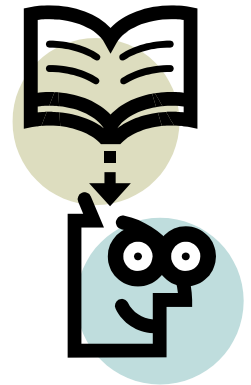
- Academic perspective
- Practical perspective
 - Phases in the life of a lesson
 - Impediments to getting it – by phase
- Some approaches
- Final thoughts



Academic Perspective

Knowledge Management

“A process of organizing and distributing an organization’s collective wisdom so the right information gets to the right people at the right time.”



Robbins, S. P. (2003). *Organizational Behavior* (10th ed.). Upper Saddle River, NJ. Prentice Hall (p. 575).



Robbins's Suggestions

- Identify what knowledge matters
- Create a culture that supports and rewards sharing
- Develop mechanisms (and motivations) that allow employees who have developed valuable expertise and insights to share them with others
- Develop computer databases of pertinent information that employees can readily access



Practical Perspective

Phases in the life of a lesson –

A simplified view

- Initiating
- Vetting
- Communicating
- Implementing

Each phase relies on successful completion of the previous ones.

Initiating –

Why don't they get it?

- Motivation – what's in it for me?
- Time – is that my best use of time?
- Root cause analysis – what is the real lesson?



Vetting –

Why don't they get it?

- Root cause analysis
- Relevance of experience
- Motivation
 - Time
 - Pride
 - NIH
- Robust process?



Communicating –

Why don't they get it?

- Push
- Pull
- Relevance
- Ease of use



Implementing –

Why don't they get it?



■ Motivation

- ☐ Time
- ☐ Short term vs. long term
- ☐ NIH & pride
- ☐ Inertia & resistance to change
- ☐ Part of process?





Two Approaches

Helping people get it in the ...

- Nuclear navy
- Chemical demilitarization program
 - ☐ System contractors
 - ☐ Support contractors
 - ☐ Government personnel

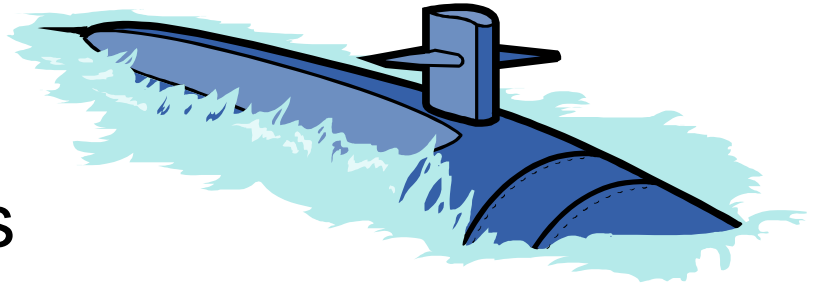
Some carrot ...

Some stick.



Nuclear Navy –

Helping them get it



- Initiating – Incident reports
- Vetting – Naval Reactors
- Communicating
 - Naval Reactors Technical Bulletins
 - Reactor Plant Manual
- Implementing
 - Nuclear Propulsion Examining Board and Operational Reactor Safeguards Examinations
 - Fitness reports

Chemical Demilitarization Program

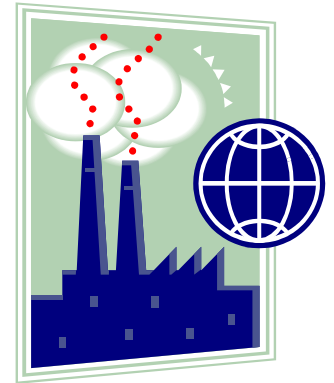
Helping them get it

■ Initiating

- ☐ Self reporting
- ☐ Quick reacts
- ☐ Document reviews and meetings
- ☐ Engineering change proposals (ECPs)

■ Vetting

- ☐ Workshops and ECP teleconferences
- ☐ Directed actions
- ☐ Assessment studies



Chemical Demilitarization Program

Helping them get it

■ Communicating

- ☐ Quick reacts
- ☐ Workshops and teleconferences
- ☐ Database: searchable, structured, summarized
- ☐ Technical bulletins
- ☐ Site document comparisons
- ☐ Programmatic documents

■ Implementing

- ☐ Response required





Final Thoughts

Phases of a Lesson

- Initiating
- Vetting
- Communicating
- Implementing

Effective programs require “getting it” in each phase.

So why don't they get it?

- Motivation

- ☐ Time

- ☐ Pride

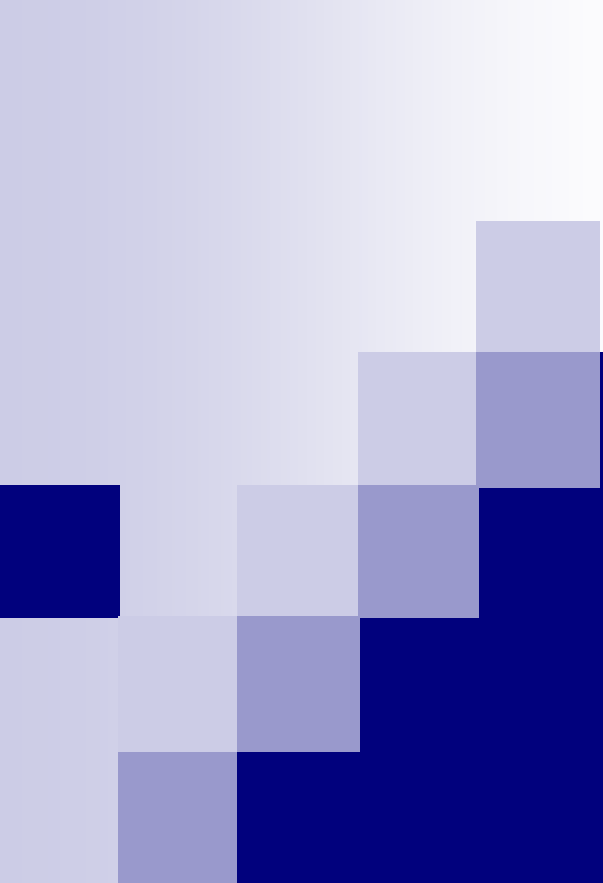
- ☐ Inertia

- ☐ Reward

- Understanding

- Processes





Franklin: *“Experience keeps a dear school, but fools will learn in no other.”*



Questions?

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